

Terms of Reference

International Individual Consultants

OUTCOME EVALUATIONS

Job Title: International Consultant	Outcome 1: State institutions, including in the areas of defense, security, and justice, consolidate stability and the rule of law, democratic participation, and equitable access to opportunities for all;
Job Title International Consultant	Outcome 2: Economic growth is inclusive and sustainable, promoting poverty reduction, decent work, food security, and the structural transformation of the economy;
Job Title: International Consultant	Outcome 4: Public institutions, civil society organizations, and the private sector promote the preservation and development of biodiversity, and the prevention and management of disaster risks
Duty station	Guinee-Bissau
Expected starting data	Immediate
Duration of assignment	30 days for each Consultant.
Expected completion date	5 October 2018

1. Background and Context

Background

According to the evaluation plan of UNDP Guinea-Bissau, three outcome evaluations are to be conducted to assess the contributions of the UNDP's development interventions results regarding to rule of law and democratic governance, inclusive and sustainable growth and promotion, preservation and development of diversity, under the current CPD (2016-2020). Since 2016, UNDP is engaged to contribute to achieving the following three UNDAF outcomes:

Outcome 1: State institutions, including in the areas of defense, security, and justice, consolidate stability and the rule of law, democratic participation, and equitable access to opportunities for all; Outcome 2: Economic growth is inclusive and sustainable, promoting poverty reduction, decent work, food security, and the structural transformation of the economy; and Outcome 4: Public institutions, civil society organizations, and the private sector promote the preservation and development of biodiversity, and the prevention and management of disaster risks. This Outcome 4 is the same as Outcome 3 in CPD.

These outcomes are linked to three outcomes of the UNDP strategic plan, 2014-2017. The first is aligned with its Outcome 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance, the second is aligned with Outcome 1 - Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded , and the third with Outcome 5 - Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change.

In order to contribute to these, UNDP is supporting the Government of Guinea-Bissau by executing the following Country Program Outputs: Output 1.1 - The NPA's capacities are strengthened in the areas of representation, legislation, control, and supervision of the government's actions that take into account a gender perspective, Output 1.2 - Electoral management bodies have the capacities to ensure effective, transparent, credible and participatory electoral processes that are gender-sensitive ; Output 1.3 - The legal system has the institutional framework and the operational capacities and abilities required to combat impunity and respond to the community in terms of compliance with human rights. and Output 1.4 - Public institutions and civil society organizations have the capacity to budget, define a gender-responsive management framework, and implement policies that address the public's priorities under the Outcome 1; Output 2.1 - Economic governance and management institutions have the capacity and tools to formulate, monitor and evaluate strategies and plans, and coordinate development aid. , Output 2.2 - Vulnerable populations, particularly young people and women, benefit from emerging economic opportunities and have access to inclusive financing and markets under the Outcome 2 ; Output 3.1 - National institutions have the capacity to formulate, plan, and implement environmental and natural resource management policies that are gender sensitive , Output 3.2 The populations practice biodiversity preservation and sustainable environmental management techniques ; Output 3.3 - The institutions responsible for managing risks and disasters have normative frameworks that comply with international standards, functional coordinating mechanisms, and skilled human resources under the Outcome 3.

UNDP support is carried out through the implementation of portfolio of projects and actions aiming at reform of the justice, modernization of the State, strengthening of democratic institutions, as well as promotion of inclusive economic development, the sustainable management of natural resources, and high-quality basic services. The implementation of these projects and actions is conducted considering the UNDP guiding principle of national ownership and inclusive approach. The main UNDP development partners are public and private institutions and CSO including the parliament, government ministries of justice, economy and finance, environment, biodiversity institute, youth institute and others. Recognizing the comparative advantage of UNDP in those sectors, and the trust built through electoral support, key development partners such as the African Development Bank (AfDB) and the European Union have been channeling resources to those sectors through UNDP. GEF is also the key UNDP partner in the country.

Within this back ground, the Outcome Evaluations is expected to demonstrate whether, why and how the outcome has been accomplished and the contribution of the UNDP to a change in the development condition of the country, after two years of project and actions implementations. Further, the evaluations should show improvements that could be recommended for use in the next coming two years, including lesson learned.

CONTEXT

National

In the present CPD (2016-2020), it is stated that, the development of Guinea-Bissau continues to be hindered by the cyclical political instability impacting on social and economic progress, despite its natural resources and biodiversity endowment. After the 2014 elections, the hope created with a dream of new start, the political instability reinitiated in August 2015 with the dismissal of the elected Government and it continued, despite the efforts made to foster dialogue for reconciliation. The ECOWAS Road Map signed on 10th September 2016 constitutes a hope for political stability until the elections in 2018. The direct consequence of this crisis is the continuous

fragility of national institutions in all aspects, including limited means for functioning, demotivated and insecure personnel and high fiduciary risk, which affects absorption capacity and hence the level of delivery.

The socioeconomic situation followed the same footprint. The growth rate decreased in 2017 (5,9%) as compared to 2016 (6,3%). Despite this level of economic growth, the country is heavily dependent on one source of growth, the cashew sector that accounts for about 49% of country's GDP and 90% exports. The country continues to record weak poverty indicators and inefficient and expensive provision of public services. Indeed, 56% of the Bissau-Guinean population is affected by multidimensional poverty (2016 MICS Report in Guinea-Bissau).

It is important to mention also that key partners such as the World Bank, African Development Bank and European Union suspended budget support to the Government as consequence of the crisis, thus reducing resources mobilization opportunities. In this context, UNDP country office has emerged as a partner of choice in supporting the government in strengthening the rule of law, democratic governance and biodiversity preservation.

Governance Outcome context

Under Outcome1, UNDP contributed to consolidate the rule of law through supporting reform, modernization and access to justice. The support focused on the expanding access of justice to vulnerable population by providing free legal aid services and conflict mediation assistance through the Centers of Access to Justice located in the Administrative Region of Cacheu, Oio, Bafata, Gabu and Buba, as well as the construction of sector courts that completed the justice chain at local level. Regarding access, 10,097 people benefited from these services, of which 21% women, since 2011. Thanks to the functioning of the 2 new district courts built and equipped by UNDP, the population of two regions have seen the distance to the courts reduced as they had to travel long distance to the capital to access courts. UNDP support the increase of professional capacity of magistrates by financing the training conducted by the Centre of Judiciary Training. Presently 4 judges and 2 inspectors has improved capacity to deal with backlog cases reduction.

Under the Outcome 1, the capacity of public policies oversight institutions was also strengthened, and the Civil Society Organizations was supported to actively engage in public policies debate and monitoring. This increased and quality of public policies oversight by the parliament, as well as increased engagement with civil society. The strengthening of the National Elections Commission to manage electoral processes through training of its key staff in elections management, as well as the construction of the Regional Elections Commission premises have contributed towards achieving of the Outcome.

Technical and financial assistance to the Parliament Specialized Commissions of Economic Affairs and Budget, and Women Affairs, Court of Audit and CSOs was provided to ensure accountability and transparency in public policies management and to make the state budget more inclusive. This has been contributing to improvements in that area as demonstrated by the quality of debates on these subjects. The Court are now producing Audit Opinion on the State General Account and the CSOs producing report on sectorial public policies execution, as well as contributing for inclusiveness by proposing the integration of gender considerations in the state budget.

Nevertheless, women participation in political decision-making bodies is still weak, with only 12% women in Parliament. Following the changes occurred in the Government, the number of women in the Government and the administration has reduced as compared to the elected Government in 2014.

Inclusive and sustainable development context

Under the Outcome 2, The Government of Guinea Bissau has increased its capacity at central and local levels to coordinate and implement a participatory planning process as well as to mainstream SDGs into national development planning process. In this regard, UNDP supported financially and technically the development and adoption of the Local Development Planning Methodology and trained 12 key ministry planning teams in the implementation of the methodology. As per Secretariat State of Planning Report, 201, 3 Regional Technical Teams members' have strengthened capacity and skills on oversight and coordination in Cacheu, Gabu and Quinara Regions.

As result, in Cacheu Region, progress has been registered in the formulation of Sectoral Strategic Development Plans (PEDSS) with: (i) comprehensive diagnostic studies reports produced (ii) 9 Sectoral Technical Teams established and 119 members trained , (iii) 1,558 persons (34% female) members of 66 Local Community Development Committees, 15 Section Consultative Councils and 3 Sectoral Consultative Councils involved in planning decision-making, (iv) 3 PEDSS drafted and (v) Local Government Fiscal Revenue System Development Handbook elaborated.

Also, SDGs in the planning process is enhanced with the development of a Road Map for SDGs mainstreaming and approval of a MAPS mission for 2018 and Multidimensional Poverty Index produced to support SDGs monitoring and improved policy formulation and planning. With support of UDDP, the government created institutional coordination structure for SDGs mainstreaming, which established a road map for prioritization and acceleration in the implementation of SDG. Recently the government as result of UNDP support, has defined baselines, indicators and targets for Guinea-Bissau Strategic and Operational Plan named 2015-2020, which is aligned to SDG.

With UNDP support gender inequality concerns were taken into consideration on interventions in Cacheu's Region that contributed to the representation of 34% of female's representation within the 86 public consultative bodies and 9 technical teams established to support the development planning process of the country. Thus, improving participation of women in decision-making processes.

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Sustainable development context

Under Outcome 3, With UNDP support, the Government Guinea-Bissau has significantly improved its legal basis to enforce keys environmental laws that contribute to environment management,

protection and financing, encourage sustainable investments and business, transparency and accountability in decision making with the adoption and promulgation of a package of 11 legal texts on environmental inspection, auditing, fund management, investments licensing, public participation, and terrestrial protected areas classification and creation.

In 2017, Five new in-land biodiversity protected areas were created (Boé National Park, Dulombi National Park, Corridor of Tchetché, Salifo-Xitole Corridor, Cuntabane-Quebo Corridor, adding to 15 the existing protected area under improved management, all in humid zones and this was achieved with UNDP support. These new created areas summed up 406,556 hectares.

In addition, toward the capitalization of trust fund “Bioguinea Foundation”, 3 million euros were raised from donors, from which 2.3 million for the endowment capital and some additional seed funds for financing of sustainable projects and REDD+ project preparation to support nature conservation efforts.

Seeking to promote a sustainable tourism, with UNDP and WTO support, Government of Guinea-Bissau initiated the formulation of the Tourism Sustainable Development Strategy and Action Plan, and the Hotel Classification System. At community level, with UNDP support 28,636 producers (72.3% females) from 46 villages supported by 63 NGOs/CBOs have acquired skills and competences to cope with climate change effects and earn revenues ranging from 2,100 to 354,479 XOF per capita per season, prevent 807.05 ha of holy forests from illegal logging, restore degraded lands with 2,500 endemic forest species and access to clean energy (solar and biogas) by 850 households

Evaluation Purpose

These evaluations are commissioned to capture and demonstrate evaluative evidence of its contributions to outcome results referred above as articulated in both the UN Development Assistance Framework (UNDAF) and UNDP country program document (CPD). It will be carried out within the overall provisions contained in the UNDP Evaluation Policy and conducted in fulfilment of UNDP regulations and rules guiding outcome evaluations.

The purpose of this evaluation to be conducted in 2018 is to review the progress in the achievement of the envisaged outcome results and re-alignment of CPD objectives with those of the new UNDP Strategic Plan 2018-2021. It is also anticipated that the evaluation will outline lessons learned and recommendations which will be useful in contributing to the growing body of knowledge and future projects in support of the decision and policy making of the partners. The evaluation will serve as an important accountability function, providing national stakeholders and partners in Guinea Bissau with an impartial assessment of the results including gender equality results of the areas of intervention

The UNCT is planning to conduct mid-term evaluation of UNDAF 2016-2020 and the outcome evaluations is a good opportunity to feed the UNDAF mid-term evaluation.

2. Evaluation Scope and Objectives

These outcome evaluations will cover the period 2016 – 2017 and will be conducted from September 2018 to October 2018, highlighting the key lessons learned to provide informed guidance to future support to the respective program areas. More specifically, this evaluation will

- I) assess progress towards the achievement of the outcomes 1, 2 and 3 mentioned above
- II) analyze the exogenous factors (political, sociological, economic, etc.) that could have affected the outcomes attainment in a positive or negative way;
- III) analyze the relevance of the expected outcomes in relation to the context and needs of the country;
- IV) evaluate the fundamental contributions of UNDP to progress towards the achievement of the outcomes including analysis of strategic positioning of UNDP support to Guinea-Bissau in adding value to the evolving national priorities and development context;
- V) assess the sustainability of the expected outcomes (skills transfer, institutional strengthening, support for recurrent costs, ownership of change by beneficiaries, etc.);
- VI) quantify, as far as possible, the outcomes achieved in terms of rule of law and democratic governance, poverty alleviation and protection of natural resources, particularly on the increase of activities and incomes, the satisfaction of basic needs and the improvement of living conditions, building the capacity of local actors and improving the quality of services;
- VII) assess the partnership strategy to achieve the outcomes in terms of quality and volume of funding mobilized, as well as the arrangements made for reporting;
- VIII) assess the relevance of monitoring and evaluation indicators and their adaptation to the measurement of outcomes;
- IX) assess the validity and relevance of risks and assumptions identified;
- X) assess the resources mobilization and partnerships strategies and achievement against the set targets and further prospects;

These assessments should also look beyond the immediate outcomes on long-term expected impacts and consider the unintended outcomes that could have been brought by UNDP interventions. The results of the evaluation should provide guidance for the future actions and reorienting or readjusting the approach for more and better results.

3. Evaluation Criteria & Questions

The evaluations should result in a report that highlights the elements necessary for an objective assessment of the contribution of UNDP to the achievement of the outcomes. The key criteria for this results-based outcome evaluations will be:

The **relevance** of UNDP interventions in Guinea Bissau in relation to its mandate on the one hand and national priorities on the other;

- To what extent is UNDP's engagement in these outcome areas support a reflection of strategic considerations, including UNDP's role in the development context in country and its comparative advantage vis-a-vis other partners?
- Are the intended outputs and outcomes aligned with the key development strategies of the country?
- Are they consistent with human development needs of the country and the intended beneficiaries?
- Do the outputs and outcome address the specific development challenges of the country and the intended beneficiaries? Were there any unintended consequences (positive or negative) that have implications to the development goals of the country?
- To what extent has UNDP selected method of delivery been appropriate to the development context?
- Has UNDP been influential in country debates/dialogues on these issues and has it influenced country policies and reforms?

- To what extent have UN reforms influenced UNDP support to the Country in these sectors?

Effectiveness in positioning UNDP programs to achieve the expected results;

- Were the stated outputs achieved? Did they contribute to the stated outcomes? What are the key development and advisory contributions that UNDP has made/is making towards the outcomes, if any?
- If not fully achieved, was there any progress? If so, what level of progress towards outcomes has been made as measured by the outcome indicators presented in the results framework. What evidence is there that UNDP support has contributed towards an improvement in capacity, including institutional strengthening?
- Has UNDP worked effectively with UN Agencies and other international partners to deliver services?
- How effective has UNDP been in partnering with civil society (where applicable) and the private sector to promote these outcomes in the country?
- To what extent has the project supported domestication of key Global & Regional frameworks, experiences and international best practices through national development plans and strategies?
- Has UNDP utilized innovative techniques and best practices in its programming in these sectors?
- Taking into account the technical capacity and institutional arrangements of the UNDP, is UNDP well suited to providing these support to the country?
- What contributing factors and impediments enhance or impede UNDP performance in these outcome areas?

Efficiency in terms of implementation capacity but also resource mobilization (adaptation of means and activities to the effects to be achieved), the proper use of these resources and partnership with other stakeholders;

- Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the region (political instability, post crisis situations, etc)?
- Has UNDP's strategy and execution in these outcome areas been efficient and cost effective?
- Has there been an economical use of financial and human resources?
- Are the monitoring and evaluation systems that UNDP has in place helping to ensure that program outcomes are managed efficiently and effectively for proper accountability of results?
- Were alternative approaches considered in designing the Projects in these outcome areas?

The **sustainability** of the effects in terms of poverty alleviation, capacity building of national partners and sustainable human development in general.

- What is the likelihood that UNDP interventions in each respective outcome areas are sustainable?
- Were there exit strategies in place for projects under these outcomes?
- What mechanisms have been set in place by UNDP to support the government/ institutional partners to sustain improvements made through these interventions?
- How should these portfolios be enhanced to support central authorities, and partners in improving service delivery over the long term?

- What changes should be made in the current set of partnerships in order to promote long term sustainability?
- How have partnerships affected the progress towards achieving the outputs

The evaluation should also include an assessment of the extent to which program design, implementation and monitoring have taken the following cross cutting issues into consideration.

Human rights

- To what extent have poor and physically challenged, women and other disadvantaged and marginalized groups benefitted from UNDP work in support of outcome areas?

Gender Equality

- To what extent has gender been addressed in the design, implementation and monitoring of interventions? Is gender marker data assigned to projects under the outcomes representative of reality
- To what extent has UNDP support promoted positive changes in gender equality? Were there any unintended effects? Information collected should be checked against data from the RBA Results-oriented Annual Reports (ROAR) during the period under review.

Based on the above analysis, the evaluators are expected to provide overarching conclusions on UNDP results in those areas of support, as well as recommendations on how the UNDP Guinea Bissau could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the respective portfolios fully achieve current planned outcomes and is positioned for sustainable results in the future. The evaluation is additionally expected to offer lessons for UNDP support in country based on this analysis

4. Methodology

The evaluation will be conducted by 3 international consultants and will engage a wide array of stakeholders and beneficiaries, including, governments, CSOs where program or advisory support were provided, academics and subject experts, private sector representatives

The outcome evaluation is expected to take a “theory of change” (TOC) approach to determining causal links between the interventions that UNDP has supported and observed progress in at the country level. The evaluators will develop a logic model of how UNDP interventions are expected to lead to improved national/ local government management and service delivery.

Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, and technical papers, stakeholder interviews, focus groups, surveys and site visits.

The following steps in data collection are anticipated but not limited to the following:

Desk reviews: The evaluation team will collect and review all relevant documentation, including the following: i) UNDAF, Country Program Document ii) project documents and activity reports; iii) past evaluation reports; iv) deliverables from the country program activities, e.g. published reports and training materials; v) client surveys on support services provided to government institutions and offices; vi) country office reports; vii) UNDP’s corporate strategies and reports; and viii) government publications etc..

Stakeholder interviews: The evaluation team will conduct face-to-face interviews with relevant stakeholders, including: i) UNDP staff (managers and program/project officers) at the Country Office; and ii) government partners both at central and local level policy, beneficiary groups and donors. UN agencies working to contribute to the same outcome. Focus groups may be organized as appropriate.

Field visits: The evaluation team will visit selected program sites to observe first-hand progress and achievements made to date and to collect best practices/ lessons learned. A case study approach will be used to identify and highlight issues that can be further investigated across the program

5. Evaluation Products (Deliverables)

The main products of this evaluation are:

Product 1 - Inception Report: One week after contract signing, the evaluation manager will produce an inception report containing the proposed theory of change for UNDPs work. The inception report will include the evaluation matrix (Annex 4) summarizing the evaluation design, methodology, evaluation questions, key informants, data sources and collection analysis tools for each data source and the measure by which each question will be evaluated. This report must also include a detailed program of the tasks, activities and services of each member of the team who will be responsible for it. The inception report provides the program unit, the evaluators and government with the opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.

Product 2 - Draft evaluation report: The draft evaluation report will be shared with stakeholders and management and presented in a validation workshop, which PMSU will organize. Feedback received from these sessions should be taken into account when preparing the final report.

Product 3 - Final Evaluation Report: The team will finalize the report including a French or English summary and all attached documents taking into account comments and suggestions made by UNDP and program partners. The report should contain a lesson learned section detailing facets of the outcome areas implemented by Country Office.

Product 4 - A PowerPoint presentation summarizing the main findings, recommendations and lessons to be presented to UNDP and the meeting with key stakeholders.

6. Evaluation Team Composition and Required Competencies

A team of three independent experts will be recruited to conduct this evaluation. The three experts will be consultants in the field of democratic governance, sustainable development and inclusive development and participatory planning.

The team leader will lead, organize and supervise the work of the evaluation team, ensuring a distribution of work according to required qualification and competences of each team member, referred to below. The team leader will have overall responsibility to guarantee each team member produce all the products expected in point 5, including the final evaluation report and lesson learned section. The team leader is also responsible for ensuring proper consultation with all stakeholders.

Specifically, the evaluation team member will have the following skills:

7.1. Senior International Consultant – Democratic Governance (Team Leader)

Required qualifications

- Hold at least Master's degree in political science, public administration, juridical science or any other equivalent field of preference in social sciences
- Minimum 13 years of professional experience in public sector development, including in the areas of democratic governance, rule of law, gender equality and social services
- At least 5 years of experience in conducting evaluations of government and international aid organizations, preferably with direct experience with civil service capacity building
- Strong working knowledge of the UN and its mandate in Guinea-Bissau, and more specifically the work of UNDP in support of government and civil society in Guinea-Bissau;
- Good analytical and strategic thinking skill
- Proven knowledge of evaluation method
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART indicators;
- Excellent inter personnel, communication and team work skills
- Ability to meet tight deadlines and availability to work during the indicated/approved period
- Excellent leadership and managerial skills
- Excellent written and spoken English or French.
- A deep understanding of the development context in the region and preferably an understanding of governance issues within the Guinea-Bissau/ Regional context

The Team Leader will have overall responsibility for the quality and timely submission of the draft and final evaluation report. Specifically, will perform the following tasks:

- Lead and manage the evaluation mission;
- Develop the inception report, detailing the evaluation scope, methodology and approach;
- Conduct the evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
- Manage the team during the evaluation mission, and liaise with the CO on travel and interview schedules'
- Draft and present the draft and final evaluation reports concerning governance;
- Lead the presentation of draft findings in the stakeholder workshop;
- Finalize the evaluation report and submit it to UNDP CO Management.

7.2. International Consultant- Sustainable Development (Team member)

Required qualifications

- Hold at least Master's degree in economics, environmental sciences, public administration, regional development/planning or others equivalent social science
- Minimum 10 years of experience in public sector development, including the areas of environment and sustainable development gender equality and access to justice
- At least 5 years of experience in leading evaluation of government, policy and international aid organization, preferably with direct experience with civil service capacity building
- Adequate experience in program evaluation in the development field and with proven accomplishment in undertaking evaluation for international organization preferably UNDP
- Good analytical and strategic thinking skill
- Proven knowledge of evaluation method
- Sound Knowledge of result-based management system and monitoring and evaluation methodologies including experience in applying SMART indicators

- Strong working knowledge of the UN and its mandate region and more specifically the work of UNDP in support of Environment and sustainable development initiative in the region
- Excellent inter personnel, communication and team work skills
- Ability to meet tight deadlines and availability to work during the indicated/approved period
- Excellent written and spoken English or French.
- A deep understanding of the development context in the region and preferably an understanding of governance issues within the Guinea-Bissau/ Regional context

The international consultant will, inter alia, perform the following tasks:

- Review documents;
- Participate in the design of the evaluation methodology;
- Assist in carrying out the evaluation in accordance with the proposed objectives and scope of the evaluation;
- Draft and present the draft and final evaluation reports concerning sustainable development.

7.3. International Consultant – Participatory Planning and Inclusive development (Team Member)

Required qualifications

- Hold at least a Master's degree in Development Economics, public administration, regional development/planning, or other sciences related to poverty reduction.
- Have at least ten (10) years of experience in the analysis and monitoring of macroeconomic policies, development issues and the fight against poverty (PRSP) and inclusive development.
- Have at least five (5) experience in strategic planning and monitoring of Aid Coordination Tools (Paris Declaration on Aid Effectiveness), including participatory planning, monitoring and evaluation.
- Have experience in developing and monitoring Poverty Reduction Strategy Papers and SDGs;
- Adequate experience in program evaluation in the development field and with proven accomplishment in undertaking evaluation for international organization preferably UNDP

Good analytical and strategic thinking skill

- Proven knowledge of evaluation method
- Sound Knowledge of result-based management system and monitoring and evaluation methodologies including experience in applying SMART indicators
- Excellent inter personnel, communication and team work skills
- Ability to meet tight deadlines and availability to work during the indicated/approved period
- Excellent written and spoken English or French.
- A deep understanding of the development context in the region and preferably an understanding of governance issues within the Guinea-Bissau/ Regional context

The international consultant will, inter alia, perform the following tasks:

- Review documents;
- Participate in the design of the evaluation methodology;
- Assist in carrying out the evaluation in accordance with the proposed objectives and scope of the evaluation;
- Draft and present the draft and final evaluation reports concerning planning and inclusive development

7.4. How to Apply

Selection Criteria

Interested candidates should apply by presenting the following documents:

- a. **Letter of confirmation of interest and availability** using the template provided by the procurement office of UNDP;
- b. **Personal CV or P11**, indicating all experience from similar evaluations, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references;
- c. **Brief description** of why the individual considers him/herself as the most suitable candidate for the assignment, and a methodology on how they will approach and complete the assignment.
- d. **Financial and technical proposals** that indicate the all-inclusive fixed total contract price, supported by a breakdown of costs.

Submissions will be evaluated in consideration to the Evaluation Criteria as stated below:

- The offer will be evaluated by using the best value for money approach (combined scoring method). Technical proposal will make out 70% of the evaluation and the financial proposal 30%.
- A two-stage procedure is applied when evaluating the proposals, with the technical evaluation being considered prior to any financial proposal being opened and assessed. Only proposals that achieve above a minimum of 49 points (i.e. at least 70% of the total 70 points) on the technical proposal will have their financial proposals reviewed.
- Evaluation of Financial proposal (30 points)
- If the technical proposal achieves a minimum of 49 points, the competitiveness of the financial proposal will be considered in the following manner:
- The total amount of points for the fees component is 30. The maximum number of points shall be allotted to the lowest fees proposed that is compared among the applicants which obtain the threshold points in the evaluation of the substantive presentation. All other fees proposals shall receive points in inverse proportion to the lowest fees; e.g.
- $[30 \text{ Points}] \times [\text{US\$ lowest}] / [\text{US\$ other}] = \text{points for other proposer's fees.}$

7. Evaluation Ethics

The evaluation will be conducted according to the principles set out in the UNEG Ethical Guidelines for the Evaluation ([UNEG 'Ethical Guidelines for Evaluations'](#)) and in the evaluation policy of the UNEG and sign the Ethical Code of Conduct for UNDP Evaluations. UNDP (<http://web.undp.org/evaluation>). It must focus on highlighting the main quality criteria of an evaluation, including the usefulness of the information provided, its credibility, as well as its relevance and added value.

Evaluators must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the outcome and program under review.

8. Implementation Arrangements

The outcome evaluator (consultant) will be reporting to the Deputy Resident Representative (DRR/P) of UNDP Guinea-Bissau. To facilitate the outcome evaluation process, a UNDP Evaluation Focal Point (EFP) will be assigned to oversee the overall evaluation process in strict collaboration with Heads of Democratic Governance and Sustainable Development Clusters. The EFP will also be responsible for liaising with the Evaluator to set up stakeholder interviews, arrange field visits, coordinate with the Government etc. The consultants will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. An 'Evaluation Focal Team' composed of key stakeholders and UNDP relevant staff will be set-up in order to provide technical inputs to enhance the quality of the evaluation. The CO Senior Management will take responsibility for the approval of the final evaluation report.

9.1. Evaluation Sponsors: This evaluation is commissioned by the UNDP Office. To this end, UNDP should: i) provide clear advice to the evaluators at the beginning of the process, ii) provide feedback to the evaluation by preparing a management response and using the deductions if possible, iii) allocate funds and human resources, iv) be accountable and accountable for the quality of the process and products.

9.2. Co-manager of the evaluation: The head of program, the office's monitoring and evaluation focal point, the heads of the clusters will: i) manage the contractual arrangements, the budget and the personnel involved in the evaluation, ii) provide implementation and coordination support to stakeholders, provide the evaluation team with administrative support and the required data, iii) work in collaboration with stakeholder representatives by liaising with evaluators, program unit, management and stakeholders (iv) review the proposed methodology and evaluation reports to ensure that the final report meets quality standards.

9.3. Stakeholder representatives: This is the reference group (beneficiaries, implementing partners, donors, national partners). This group will supervise the progress and conduct of the evaluation, analyzing the evaluation reports and ensuring compliance with the quality standards.

9.4. Evaluation team: The international and national consultants should to carry out the evaluation, propose the methodological approach of the evaluation including a detailed plan of work with the responsibility of each member of the team, collect and analyze the information and data, elaborate the reports of evaluation in accordance with the terms of reference and make a PowerPoint presentation.

9. Time Frame for The Evaluation Process

The evaluation is expected to take 30 working days for each of the three consultants, over a period of five weeks starting 3 September 2018 to 5 October 2018. The following table provides an indicative breakout for activities and delivery and delivery of the products.

Activity	Deliverable	Working days
Meeting briefing with UNDP (DRR – Head of clusters and Management)	Inception report and evaluation matrix	5
Evaluation design, methodology and detailed work plan		
Inception meeting (Initial briefing) with UNDP Country Office.		
Document review and stakeholder consultations	Draft of the evaluation reports	20
Field visits		

Development of draft of the evaluation and lesson learned reports		
Validation Workshop		
Finalization of the evaluation and lesson learned reports, incorporating additions and comments provided by stakeholders	Final evaluation reports	5
Submission of the reports		
Total		30

10. Cost

Interested consultants should provide their requested fee rates when they submit their expressions of interest, in USD. The Country Office will then negotiate and finalize contracts. Travel costs and daily allowances will be subject to the UN payment schedules for the CO. Fee payments will be made upon acceptance and approval by the CO of planned deliverables, based on the following payment schedule:

Inception report	20%
Draft Evaluation Report and lessons learned report	60%
Final Evaluation Report with annexed lesson learned report	20%

Annexes

Annex 1 - Intervention Results Framework and Theory of Change

RESULTS AND RESOURCES FRAMEWORK –CPD 2016-2020 (80,750,000)

INDICATOR(S),	BASELINES,	TARGET(S)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME (US\$)
NATIONAL PRIORITY OR GOAL: Consolidate the democratic rule of law, promote good governance, and reform State institutions				
RELATED STRATEGIC PLAN OUTCOME 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.				
UNDAF OUTCOME INVOLVING UNDP #1: State institutions, including in the areas of defence, security, and justice, consolidate stability and the rule of law, democratic participation, and equitable access to opportunities for all.				
<u>Indicator 1.1:</u> Proportion of women in Parliament and government , including defence and security	<i>Baseline:</i> 31% (ministries) 14% (NPA)	<i>2020 target:</i> 40% (ministries), 20% (NPA)		Regular resources: \$ 10, 750, 000 Other resources: Available: \$2,500,000 To be sought: \$24, 500, 000 Total: \$37, 750, 000
<u>Indicator 1.2:</u> Voters turnout (disaggregated by sex and geographic location)	Baseline: 86%	2020 Target: 95%		
<u>Indicator 1.3:</u> Number of persons with access to the justice system (disaggregated by gender, social status, and geographic location)	<i>Baseline men:</i> 4,451 <i>Baseline women:</i> 1,256	<i>2020 Target men:</i> 7,500 2020 <i>Target women:</i> 2,500		
Output 1.1: The NPA's capacities are strengthened in the areas of representation, legislation, control, and supervision of the government's actions that take into account a gender perspective.				
<u>Indicator 1.1.1:</u> Extent to which the Parliament has improved its administrative and human resources capacities required to discharge its	<i>Baseline data:</i> 2	<i>Target:</i> 3	<i>National institutions</i> National People's Assembly; High Council	Regular resources: \$2,000,000 Other resources:

mandates in relation to law-making, oversight and representation (Rating scale 0-4)			of the Judicial Bench; Supreme Court; Accounts Tribunal; National Electoral Commission; Ministries of Justice, Territorial Administration, Public Administration, Planning, Political parties <i>UN System:</i> UNIOGBIS; UNFPA; UN Women; PBF	Available: To be sought: \$2,500,000 Total: \$4,500,000
Indicator 1.1.2: Number of laws that nationalize international conventions on human rights	<i>Baseline data:</i> 2%	<i>Target:</i> 5		
Indicator 1.1.3: Percentage of women parliamentarians with the capacity required to discharge its mandates in relation to law-making, oversight and representation	<i>Baseline data:</i> 0%	<i>Target:</i> 60%		
Indicator 1.1.4: Percentage of elected women in the municipal elections	<i>Baseline data:</i> 0%	<i>Target:</i> 20%		
Output 1.2: Electoral management bodies have the capacities to ensure effective, transparent, credible and participatory electoral processes that are gender-sensitive				
Indicator 1.2.1: Number registered electors.	<i>Baseline data:</i> 775,508	<i>Target:</i> 805,240	CSOs- Civil society: Human Rights Observatory	Regular resources: \$1,250,000
Indicator 1.2.2: Extent to which capacity of the Electoral Management Body (EMB) to perform its functions, including: financial and operational planning, conducting operations for elections, voter information and stakeholder outreach to hold credible and inclusive elections, has improved.	<i>Baseline data:</i> 3	<i>Target:</i> 4	<i>-Bilateral and multilateral partners:</i> -ADB -European Union	Other resources: Available: To be sought: \$7,000,000 Total: \$8,250,000
Output 1.3: The legal system has the institutional framework and the operational capacities and abilities required to combat impunity and respond to the community in terms of compliance with human rights.				
Indicator 1.4.1: Number of ministries fully applying the national public administration's policy priorities and principles.	<i>Baseline data:</i> 0	<i>Target:</i> 10	CSOs- Civil society: Human Rights Observatory	Regular resources: \$2,500,000
Indicator 1.4.2: Extent to which HR management systems and controls are effective and transparent. (Rating scale 1-4). .	<i>Baseline data:</i> 2	<i>Target:</i> 3	<i>-Bilateral and multilateral partners:</i> -ADB -European Union	Other resources: Available:\$2,500,000 To be sought: \$7,500,000 Total: \$12,500,000
Indicator 1.4.3: Number of proposals produced by CSOs including women's organizations that feed development policies debates and formulation	<i>Baseline others:</i> 0 <i>Baseline women:</i> 0	<i>Target others:</i> 6 <i>Target women:</i> 6		
Indicator 1.4.4: Number of local governments that to develop gender responsive plan, budgeting and monitoring delivery of basic services.	<i>Baseline data:</i> 0	<i>Target:</i> 3		
Output 1.4: Public institutions and civil society organizations have the capacity to budget, define a gender responsive management framework, and implement policies that address the public's priorities.				
Indicator 1.4.1: Number of ministries fully applying the national public administration's policy priorities and principles.	<i>Baseline data:</i> 0	<i>Target:</i> 10	CSOs- Civil society: Human Rights; Observatory	Regular resources: \$5,000,000
Indicator 1.4.2: Extent to which HR management systems and controls are effective and transparent. (Rating scale 1-4). .	<i>Baseline data:</i> 2	<i>Target:</i> 3	<i>Bilateral and multilateral partners:</i> ADB; European Union	Other resources: Available: To be sought: \$7,500,000 Total: \$12,500,000
Indicator 1.4.3: Number of proposals produced by CSOs including women's organizations that feed development policies debates and formulation.	<i>Baseline others:</i> 0 <i>Baseline women:</i> 0	<i>Target others:</i> 6 <i>Target women:</i> 6		

INDICATOR(S),	BASELINES,	TARGET(S)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME (US\$)
NATIONAL PRIORITY OR GOAL: Promote economic growth and poverty reduction				
RELATED STRATEGIC PLAN OUTCOME 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.				
UNDAF OUTCOME INVOLVING UNDP #2: Economic growth is inclusive and sustainable, promoting poverty reduction, decent work, food security, and the structural transformation of the economy.				
Indicator 2.1: Rate of GDP growth	<i>Baseline data (2014):</i> 2.5%	<i>Target:</i> 3.7%		Regular resources: \$ 4, 000, 000
Indicator 2.2: Poverty rate	<i>Baseline data (2010):</i> 69%	<i>Target (2020):</i> 25%		Other resources: Available: \$2,500,000

Indicator 2.3: Unemployment rate disaggregated by sex	<i>Baseline data:</i> 18%	<i>Target: 15%</i> (35% women)		To be sought: \$15, 000 000 Total: \$21, 500 000
Output 2.1: The economic governance and management institutions have the capacity and tools to formulate, monitor and evaluate strategies and plans, and coordinate development aid.				
<u>Indicator 2.1.1:</u> Percentage of ministries using a national planning, monitoring, and evaluation system	<i>Baseline data:</i> 0%.	<i>Target: 60%</i>	<i>National institutions</i> Ministries of International Cooperation and Planning, Agriculture, Fisheries and Territorial Administration INS <i>United Nations agencies:</i> UNFPA; UNECA;UNIDO; <i>Bilateral and multilateral partners:</i> ADB; World Bank; European Union; West African Development Bank	Regular resources: \$2,000,000 Other resources: Available: To be sought: \$5,000,000 Total: \$7,000,000
<u>Indicator 2.1.2:</u> Existence of a database on poverty and sustainable development objectives.	<i>Baseline data:</i> Non-existent	<i>Target:</i> Household income survey conducted by 2018		
<u>Indicator 2.1.3:</u> Number of development policies that respond to post 2015 development agenda.	<i>Baseline data:</i> 0	<i>Target:</i> 3		
<u>Indicator 2.1.4:</u> Existence of a coordination mechanism that contributes to improve aid effectiveness”;	<i>Baseline data:</i> No existing coordinating mechanism	<i>Target:</i> Mechanism in place by 2017.		
Output 2.2: Vulnerable populations – particularly young people and women –benefit from emerging economic opportunities and have access to inclusive financing and markets				
<u>Indicator 2.2.1:</u> Number of persons with income from micro business development at the local level, disaggregated by sex and age group	<i>Baseline men:</i> 750 <i>Baseline women:</i> 613 <i>Baseline youth:</i> 1363	<i>Target men:</i> 5,000 <i>Target women:</i> 5,000 <i>Target youth:</i> 10,000	<i>National institutions</i> Ministries of International Cooperation and Planning, Agriculture, Fisheries and Territorial Administration INS <i>United Nations agencies:</i> UNFPA; UNECA; UNIDO <i>Bilateral and multilateral partners:</i> DB; World Bank; European Union; West African Development Bank	Regular resources: \$2,000,000 Other resources: Available:\$2,500,000 To be sought: \$10,000,000 Total: \$14,500,000
<u>Indicator 2.2.2:</u> Number of new jobs created, disaggregated by sex and age group.	<i>Baseline data men:</i> 173 <i>Baseline women:</i> 202	<i>Target men:</i> 2500 <i>Target women:</i> 1500 <i>Target youth:</i> 3500		
<u>Indicator 2.2.3:</u> Number of people, disaggregated by sex and age group, with access to microfinance products	<i>Baseline men:</i> 750 <i>Baseline women:</i> : 613 <i>Baseline youth:</i> ,1363	<i>Target men:</i> 5,000 <i>Target women:</i> 5,000 <i>Target youth:</i> 10000		

INDICATOR(S),	BASELINES,	TARGET(S)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME (US\$)
NATIONAL PRIORITY OR GOAL: <i>Ensure sustainable management of natural capital and preserve biodiversity</i>				
RELATED STRATEGIC PLAN OUTCOME 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change.				
UNDAF OUTCOME INVOLVING UNDP #4: Public institutions, civil society organizations, and the private sector promote the preservation and development of biodiversity, and the prevention and management of disaster risks.				
<u>Indicator 4.1:</u> Percentage of the population using techniques and methods adapted to climate change, disaggregated by sex	Baseline: 1,72%	2020 <i>Target:</i> 2,5%		Regular resources: \$ 2, 750, 000 Other resources: Available: \$2,000,000 To be sought: \$13, 000, 000 Total: \$21, 500 000
<u>Indicator 4.2:</u> Percentage of territory covered by protected areas	Baseline: 15%	2020 Target: 26%		

Output 3.1: National institutions have the capacity to formulate, plan, and implement environmental and natural resource management policies that are gender sensitive.				
<u>Indicator 3.1.1:</u> Number of national entities with functional capacities in formulating, planning, and implementing sustainable natural resource and environmental management policies.	<i>Baseline data: 1</i>	<i>Target: 13</i>	<i>National institutions:</i> Secretary of State of Environment; Ministry of Mineral Resources; IBAP <i>United Nations agencies:</i> FAO ; UNEPUNIDO ; <i>International institutions:</i> EU ; IUCN ; National NGOs;	Regular resources: \$1,000,000 Other resources: Available: To be sought: \$5,000,000 Total: \$6,000,000
<u>Indicator 3.1.2:</u> Number of new protected areas created.	<i>Baseline data: 6</i>	<i>Target: 11</i>		
<u>Indicator 3.1.3:</u> Extent to which policy frameworks sensitive to climate change and its impacts are in place. (Rating scale 0-4)	<i>Baseline 1.1: 3</i>	<i>Target 1.1: 4</i>		
Output 3.2: The populations practice biodiversity preservation and sustainable environmental management techniques.				
<u>Indicator 3.2.1:</u> Number of communities that have adopted community-based, sustainable natural resource management methods that generate jobs and income.	<i>Baseline data: 50</i>	<i>Target: 300</i>	<i>National institutions:</i> Secretary of State of Environment; Ministry of Mineral Resources; IBAP <i>United Nations agencies:</i> FAO ; UNEPUNIDO ; <i>International institutions:</i> EU ; IUCN ; National NGOs	Regular resources: \$1,000,000 Other resources: Available: \$2,000,000 To be sought: \$3,000,000 Total: \$6,000,000
<u>Indicator 3.2.2:</u> Number of regions/sectors with operational networks including women's networks to disseminate innovative/appropriate technologies on climate-adapted methods for agriculture, forestry, cattle raising, and fishing.	<i>Baseline data: 1</i>	<i>Target: 5</i>		
<u>Indicator 3.2.3:</u> Number of people skilled in implementing innovative/appropriate technologies on climate-adapted methods for agriculture, forestry, cattle raising, and fishing, disaggregated by sex,	<i>Baseline men:</i> 5,000 <i>Baseline women:</i> 20,000	<i>Target men:</i> 10,000 <i>Target women:</i> 40,000		
<u>Indicator 3.2.4:</u> Number of households in the Gabu, Quinara and Cachéu regions, with increased access to renewable energy	<i>Baseline data:</i> 1,125	<i>Target: 2,000</i>		
<u>Indicator 3.2.5:</u> Percentage of protected areas managed sustainably (technically and financially)	<i>Baseline data: 0%</i>	<i>Target: 50%</i>		
Output 3.3: The institutions responsible for managing risks and disasters have normative frameworks that comply with international standards, functional coordinating mechanisms, and skilled human resources				
<u>Indicator 3.3.1:</u> Number of people benefiting from meteorological monitoring and early warning system	<i>Baseline data:</i> 802,000	<i>Target: 1,445,000</i>	<i>National institutions:</i> Secretary of State of Environment; Ministry of Mineral Resources; IBAP ; <i>United Nations agencies:</i> FAO ; UNEPUNIDO ; <i>International institutions:</i> EU ; IUCN ; National NGOs	Regular resources: \$750,000 Other resources: Available: To be sought: \$5,000,000 Total: \$5,750,000
<u>Indicator 3.3.2:</u> Extent to which policies and action plans that meet international standards for risks and disaster management are being implemented (Rating scale 0-4)	<i>Baseline data: 3</i>	<i>Target: 4</i>		
<u>Indicator 3.3.3:</u> Number of people affected by natural disaster.	<i>Baseline data:</i> 3700	<i>Target: 740</i>		

Annex 2: Evaluation report structure.

- 1. Title and start pages**
- 2. Contents**
- 3. List of acronyms and abbreviations**
- 4. Executive Summary (5 pages maximum) in French or English versions**
- 6. Description of the intervention**
- 7. Objectives and Scope of the evaluation**

8. Methodological evaluation approach

9. Data analysis

10. Results and conclusions

11. Recommendations

12. Lessons learned

13. Annexes of the report

Annex 3: Reference documentation

Guiné-Bissau 2025 - Plan Stratégique et Opérationnel 2015-2020

Partnership Framework between Guinea-Bissau and United Nations 2016-2020

Country Programme Document for Guinea-Bissau 2016-2020

UNDP Result Oriented Annual Report (ROAR) for Guinea-Bissau (2016-2017)

Project Documents and Annual Work Plan and progress reports, projects evaluation reports.

Handbook on Planning, Monitoring and Evaluation for Development Results:

<http://web.undp.org/evaluation/guidance.shtml>

UNDP Evaluation Office webpage: <http://web.undp.org/evaluation/>

Annex 4 – List of Key stakeholders and partners

The evaluator will meet the following main development actors involved in the implementation of the Outcomes:

- UNDP Guinea-Bissau
- Ministry of Foreign Affairs
- Ministry for Environment
- Ministry of the Interior
- Ministry of Economy and Planning
- Ministry of Justice
- Ministry of Family and Women’s Affairs
- Parliament
- Development partners: EU, PBF, AfDB.
- Non-governmental organizations
- CSOs

Annex 5 - Evaluation Matrix

EVALUATION MATRIX						
Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis

Annex 6 - The code of conduct (to be signed by the evaluator upon signing he contract) to be provided during contract signing